

# THE EFFECT OF COMMUNICATION AND COORDINATION ON THE PERFORMANCE OF DAMKAR EMPLOYEES IN THE SATPOL PP OFFICE IN SERANG CITY

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## ABSTRACT

This study was conducted to determine the effect of communication and coordination on the performance of employees in the fire department at the Serang City Satpol PP Service partially and simultaneously, with data collection techniques through questionnaires. The sampling technique used saturated sampling, the sample amounted to 74 people who were employees of the Fire Department of the Serang City Satpol PP Office. The descriptive analysis results showed that the respondents classified the communication, coordination and performance as very good because they were in the interval 4.20 – 5.00. By partial test the communication variable has a positive and significant effect on employee performance and the coordination variable has a significant and significant effect on employee performance in the Fire Department of the Satpol PP Serang City Office. In a joint test (simultaneous) communication and coordination have a positive and significant effect on the performance of the Fire Department of the Serang City Police Satpol PP employees. The percentage contribution of the influence of communication and coordination variables on employee performance variables is 43.4%, while the remaining 56.6% can be explained by other factors not examined in this study,

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## 1. INTRODUCTION

Man as a source of labor is one of the factors of production that has a vital role in the organization's activities. The role of human resources is very important in an organization, to determine the success of achieving the organization's goals. The role of humans is also very dominant because through the role of humans, they can work together with each other to achieve goals by utilizing existing resources.

The resources in public organizations used are not small, the activities that exist in the organization are activities that are interrelated with each other. Failure to carry out one of the activities will fail in the other activities. One of the activities within the organization is human resource management which manages human resources in such a way. So that to obtain and maintain a unified workforce so that the functions and goals of the organization can be achieved, it is necessary to manage human resources efficiently and effectively, which is then expected to form human resources with good performance.

Employee performance is influenced by various factors, including: communication and coordination. Communication not only takes the form of talks, interviews, letters, reports, telegrams, but also includes 4 listening, seeing, feeling, and reacting to the experience and environment in which humans are located (Sari, 2020). Communication is the process by which an idea is transferred from the source to one or more recipients, with the intention of changing their behavior. Human nature to convey his desires and desires to others is a trigger for communication both through gestures (nonverbal), oral (verbal), and written.

In addition to communication, coordination is also one of the critical factors in improving performance. Coordination is easy to say but challenging to implement. There are so many agencies that have similar activities but are not well coordinated. This issue also occurs in relationships between units within the organization. Several units in one organization have similar activities without being controlled by the leadership. This condition can get worse if it is not coordinated from planning, implementation to

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evaluation in general, coordination is a binder in the organization and management that connects the roles of actors in the organization and management to achieve organizational and management goals. In other words, the presence of coordination can guarantee the movement of organizational actors towards a common goal. Without coordination, all parties in the organization and management will move according to their interests, but regardless of the role of other actors in the organization, each actor's role is not necessarily to achieve common goals (Darmawati, 2019).

The Serang City Fire Department (Damkar) is a firefighting technical implementation unit based on Regional Regulation 54 of 2008 concerning establishing a Technical Implementation Unit (UPT). Precisely on June 13, 2011 the Serang City Government appointed Echelon IVa Officials and Echelon IVb Officials, each of whom was 1 (one) person as the Head of the Fire Department and 1 (one) person as the Administrative Sub-Section of the UPT Fire Department of the Serang City Government at the Serang City Government Public Works Service, and in January 2012 the Serang City Public Works Service was merged into 2 (two) Regional Apparatus Work Units (SKPD) Namely- each SKPD of the Serang City Government Public Works Service and the Serang City Government City Planning Service, the existence of the Fire Department Technical Implementation Unit (UPT) is finally based on Perwal Number 10 of 2012.

Performance measurement includes establishing performance indicators for each goal and activity, methods of measuring performance, and methods of inferring the achievement of target performance. Target performance indicators indicate the success or fruitlessness of the achievements set. Performance indicators of activities include performance indicators of inputs, outputs, and outcomes. An input performance indicator is a set of resources needed to carry out an activity. Output performance indicators are accurate outputs and can be seen immediately after the activity is carried out. Outcome performance indicators are the expected immediate results or benefits from implementing an activity. The data on the employee's performance indicators can be seen in the following table.

The performance of employees in the Damkar field at the Satpol PP Office in Serang City has not been optimal indicating that there are problems in employee performance, this can be seen from the problems that occur such as: the not optimal role of Linmas in the community, the optimal enforcement of regional regulations in Serang City, the lack of public awareness of regulations related to K3, the lack of facilities and infrastructure for extinguishing services, and not optimal coordination among employees towards the completion of a job, so the low communication between employees in completing work. Based on table 1.1 showing the performance achievements of employees in the Damkar field at the Satpol PP Serang City Office, judging from the value of the achievements that are still not optimal, the percentage of handling community protection is 42%, of course, this is far from the expectations of agencies that want employees to have an expected performance value of 100%. This indicates that employee performance has not been maximized and there is still a need for performance improvement to achieve even better performance.

Several previous studies on the relationship between the influence of communication and coordination on employee performance have been carried out by several researchers. The results of the study conducted by Saragih (2020), The Effect of Interpersonal Communication and Improving the Performance of Employees of the Bina Marga and Irrigation Service, from the test results that communication partially had a significant effect on the performance variables of employees of the Bina Marga and Irrigation Service. The results of research conducted by Darma, et al (2020), The Effect of Job Description and Coordination on Employee Performance at GKPS, the results of the study showed that coordination had a significant effect on employee performance at GKPS, the results of research conducted by Sari (2020), the Effect of Coordination, Communication and Competence on Employee Performance of the SPAM Development Work Unit of South Sumatra Province which stated that coordination and communication positive and significant effect on the performance of employees of the Spam Development Task Force of South Sumatra Province. Based on the description of the background of the problem and the results of previous research mentioned above, the title "The Effect of Communication and Coordination on the Performance of Damkar Employees in the Satpol PP Office of Serang City was raised".

The problems in this study are as follows; How is the communication of employees of bidang Damkar at the Satpol PP Office in Serang City? ; How is the coordination of employees of the Damkar bidang at the Satpol PP Office in Serang City? ; How is the performance of the employees of the Damkar bidang in the Satpol PP Office of Serang City? Moreover, how does communication and coordination affect the performance of employees of the Damkar bidang in the Satpol PP Office in Serang City?

The objectives to be achieved in this study are; To find out the communication of employees of bidang Damkar at the Satpol PP Office in Serang City; To find out the coordination of employees bidang Damkar at the Satpol PP Office in Serang City. ; To find out the performance of employees of bidang Damkar at the Satpol PP Office in Serang City. ; To find out the effect of communication and coordination on the performance of employees of the Damkar bidang in the Satpol PP Office of Serang City partially and simultaneously.

## 2. METHOD

In this study, the author uses quantitative methods with a descriptive and associative research approach, because of the existence of variables that will be studied for relationships and their purpose is to present a structured, factual picture, regarding the facts of the relationship between the variables studied.

The population in this study were employees in the Damkar Division of the Satpol PP Serang City Office, which amounted to 74 employees. Samples were taken based on non probability sampling, with saturated sampling techniques. The sample in this study was 74 respondents.

## 3. RESULT AND DISCUSSION

This multiple regression analysis is used to foresee the state of the dependent variable when two or more independent variables as predictor factors are manipulated (raised lower in value). So this regression analysis will be carried out when the number of independent variables is at least two. The results of the analysis are as follows:

Tabel 4.15  
Hasil Analisis Regresi Linier Berganda  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.225	3.369		.661	.511
1 Komunikasi	.801	.136	.555	5.878	.000
Koordinasi	.358	.156	.216	2.290	.025

a. Dependent Variable: Kinerja

The regression equation model that can be written from these results in the form of regression equations is as follows:

$$Y = 2.225 + 0.801X_1 + 0.358X_2$$

The regression equation can be described as follows:

- The regression coefficient of communication variables has a positive direction and is significant in its effect on employee performance with a parameter value of 0.801.
- The regression coefficient of the coordination variable has a positive direction and is significant in its effect on employee performance with a parameter value of 0.358.

From the results of the multiple regression coefficients described above, partial correlation, double correlation, and hypothesis testing will be carried out partially or simultaneously.

### Partial Correlation Testing And Coefficient Of Determination

Correlation testing is needed to determine whether there is a relationship between communication and employee performance and coordination with employee performance. The analysis can be seen from the correlation output table below:

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
	(Constant)	2.225	3.369					
1 Komunikasi	.801	.136	.555	5.878	.000	.626	.572	.525
Koordinasi	.358	.156	.216	2.290	.025	.397	.262	.205

a. Dependent Variable: Kinerja

Based on the calculation of the Communication variable with employee performance by looking at the zero-order value is 0.626 which shows that there is a strong relationship between communication and employee performance in the Damkar Field of the Satpol PP Office in Serang City because the correlation

value is in the interval 0.600 - 0.799. The value of the coefficient of determination for communication variables to employee performance is 0.347 (0.555 x 0.626) or 34.7%.

The relationship between coordination and employee performance obtained a *Zero-order* value of 0.397 which shows a weak relationship between coordination and employee performance because it is in the range of 0.200-0.399. The value of the coefficient of determination of the Coordination variable on employee performance is 0.085 (0.216 x 0.397) or 8.5%.

### Analysis of Double Correlation and Coefficient of Determination

Double correlation analysis finds whether or not the relationship is strong and the magnitude of the influence between communication and coordination simultaneously (together) with employee performance. The results of the analysis are as follows;

Tabel  
Hasil Analisis Korelasi Ganda dan Koefisien Deteminasi

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658 <sup>a</sup>	.434	.418	1.902

a. Predictors: (Constant), Koordinasi, Komunikasi  
 b. Dependent Variable: Kinerja

Based on the table above, a calculated *r* value or correlation value of 0.658 is obtained. The value of the coefficient of determination of 0.434 indicates the level of contribution of the two variables, namely communication and coordination to employee performance of 0.434 or 43.4%, while other variables outside the model equation influence the remaining 56.6%. Thus it can be stated that there is a strong relationship between communication and coordination and employee performance (at intervals of 0.600-0.799).

### Hypothesis Testing

#### The Effect of Communication on Performance

The test results based on table 4.16 obtained a calculated *t* value for the communication variable showing a calculated *t* value = 5.878 > *t*<sub>table</sub> = 1.666 with a significance level of 0.000 > 0.05. With a significance value far below 0.05, it shows that communication positively and significantly influences employee performance. This means Hypothesis 1 is accepted.

#### The Effect of Coordination on Performance

The test results obtained a calculated *t* value for coordination showing a calculated *t* value = 2.290 > *t*<sub>table</sub> 1.666 with a significance value of 0.025 < 0.05. With a significance value above 0.05, it shows that coordination positively and significantly influences employee performance. This means Hypothesis 2 is accepted.

#### The Effect of Communication and Coordination on Performance

In this simultaneous test (*F* test) is carried out to determine the magnitude of the influence of the Communication (*X*<sub>1</sub>) and Coordination (*X*<sub>2</sub>) variables on employee performance (*Y*). The results of the analysis are presented in the following table;

Tabel  
Hasil Uji Anova

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	196.555	2	98.277	27.171	.000 <sup>b</sup>
	Residual	256.810	71	3.617		
	Total	453.365	73			

a. Dependent Variable: Kinerja  
 b. Predictors: (Constant), Koordinasi, Komunikasi

From the results of the *F* test, the calculated *F* value (27,171) > *F*<sub>table</sub> (3,124), then *H*<sub>0</sub> was rejected and *H*<sub>a</sub> was accepted, meaning that there was a positive and significant influence together between communication and coordination on the performance of employees in the Damkar Field of the Satpol PP Serang City Service.

### Discussion

Based on an empirical picture of how the attitudes, opinions, and perceptions of employees towards each research variable and statistically tested results can be explained as follows;

#### Descriptive Statistics of Research Variables

From the results of descriptive testing, the average value of the Communication variable of each item obtained a value of 4.37, it shows that the respondents' perception of the communication variable in the assessment category is excellent (in the range of 4.20-5.00). Variabel of coordination of each item obtained an average value of 4.50, it shows that the respondent's perception of the coordination variable in the

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assessment category is excellent (it is in the range of 4.20-5.00). The performance variable of each item obtained an average value of 4.36, it shows that the respondents' perception of the performance variable in the assessment category is excellent (in the range of 4.20-5.00).

#### **The Effect of Communication on Employee Performance**

The results of hypothesis testing show that communication has a positive effect on employee performance, this can be seen from the significance test results showing a *calculated t* value of 5,878 greater than *t<sub>table</sub>* 1,666 and a *sig* value of  $0.000 < 0.05$  at *alpha* 5%, this shows the hypothesis is supported or accepted (significant). Ini berarti bahwa informasi received from all or various sources can impact the performance of employees in the Damkar Field of the Satpol PP Serang City Service.

The results of this study are in line with research that has been carried out by Marintah Saragih (2020), M.Adham (2020), Suci Rachma et al (2020), and Rebecca Müller and Conny Herbert Antoni (2020), which concluded that Communication affects performance.

#### **The Effect of Coordination on Employee Performance**

The results of hypothesis testing show that coordination has a positive effect on employee performance, this result can be from the significance test results showing a *calculated t* value of 2,290 greater than *t<sub>table</sub>* 1,666 and a *sig* value of  $0.025 < 0.05$  at *alpha* 5%, this shows a hypothesis supported or accepted (significant). Ini berarti bahwa there is coordination yang good can meningkatkan employee performance in the Damkar Field of the Satpol PP Serang City Office .

The results of this study are in line with research that Suci Rachma has conducted, et al (2020), Yulihardi (2018), Irma Damawati and Proyono Susilo (2019), which concluded that coordination has a significant effect on performance.

#### **The Effect of Communication and Coordination on Employee Performance**

The results of hypothesis testing (H3) have proven that there is an influence between communication and coordination on employee performance. This result can be from a double correlation value of 0.658, indicating a strong relationship between communication and coordination and employee performance. The coefficient of determination value of 0.434 shows the level of contribution of communication and coordination variables to performance of 43.4%, while other variables outside the model equation influence the remaining 56.6%. From the results of the F test, the *calculated F* value  $(27,171) > F_{table}$  (3.12), then  $H_0$  was rejected and  $H_a$  was accepted, meaning that there was a positive and significant influence together between communication and coordination on employee performance in the Damkar Field of the Satpol PP Serang City Service.

The results of this study are in line with research that has been conducted by Suci Rachma (2020), Irma Darmawati and Priyono (2019), and Rebecca Müller and Conny Herbert Antoni (2020) which concluded that Communication and Coordination of work have a significant effect on performance.

## **4. CONCLUSION**

Based on the previous description relating to communication and coordination in assessing employee performance at the Serang City DPRD Secretariat, it can be concluded as follows:

1. From the results of the descriptive analysis, the average value for the communication variables of each item obtained an average value of 4.37, being in the range of 4.20-5.00 it shows that the respondent's perception of all these items in the assessment category is excellent.
2. Variabel coordination of each item obtained an average value of 4.50, located in the range of 4.20-5.00 which shows the employee's perception of the indicators of coordination variables in the assessment is very good.
3. Employee performance variabel obtained an average value of 4.36, located in the range of 4.20-5.00, showing the employee's perception of the indicators of employee performance variables in an excellent assessment.
4. The results of hypothesis testing 1 ( $H_1$ ) show that communication has a positive effect on employee performance, this can be seen from the results of the significance test showing a *calculated t* value of 5,878 greater than *t<sub>table</sub>* 1.666 and a *sig* value of  $0.000 < 0.05$  at 5% *alpha*, this indicates a supported or accepted hypothesis (significant). Ini berarti that communication has a positive and significant influence on employee performance. This means Hypothesis 1 is accepted.

The results of hypothesis testing 2 ( $H_2$ ) show that coordination has a positive effect on employee performance, this result can be from the significance test results showing a *calculated t* value of 2,290 greater than *t<sub>table</sub>* 1.666 and a *sig* value of  $0.025 < 0.05$  at 5% *alpha*, this indicates a supported or

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accepted hypothesis (significant). Ini berarti bahwa coordination has a positive and significant influence on employee performance. This means Hypothesis 2 is accepted.

The results of hypothesis testing ( $H_3$ ) have proven that there is an influence between communication and coordination on employee performance. From the results of the F test, the value of  $F_{count} (27,171) > F_{table} (3.124)$ , then  $H_0$  was rejected and  $H_a$  was accepted, meaning that there was a positive and significant influence jointly between communication and coordination on the performance of employees of the Damkar bidang in the Satpol PP Office of Serang City.

This result is a double correlation value of 0.658 which investigates a strong relationship between communication and coordination to employee performance. The value of the coefficient of determination is 0.434 showed that the contribution rate of communication and coordination variables to performance was 43.4%, while other variables outside the model equation influenced the remaining 56.6%

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